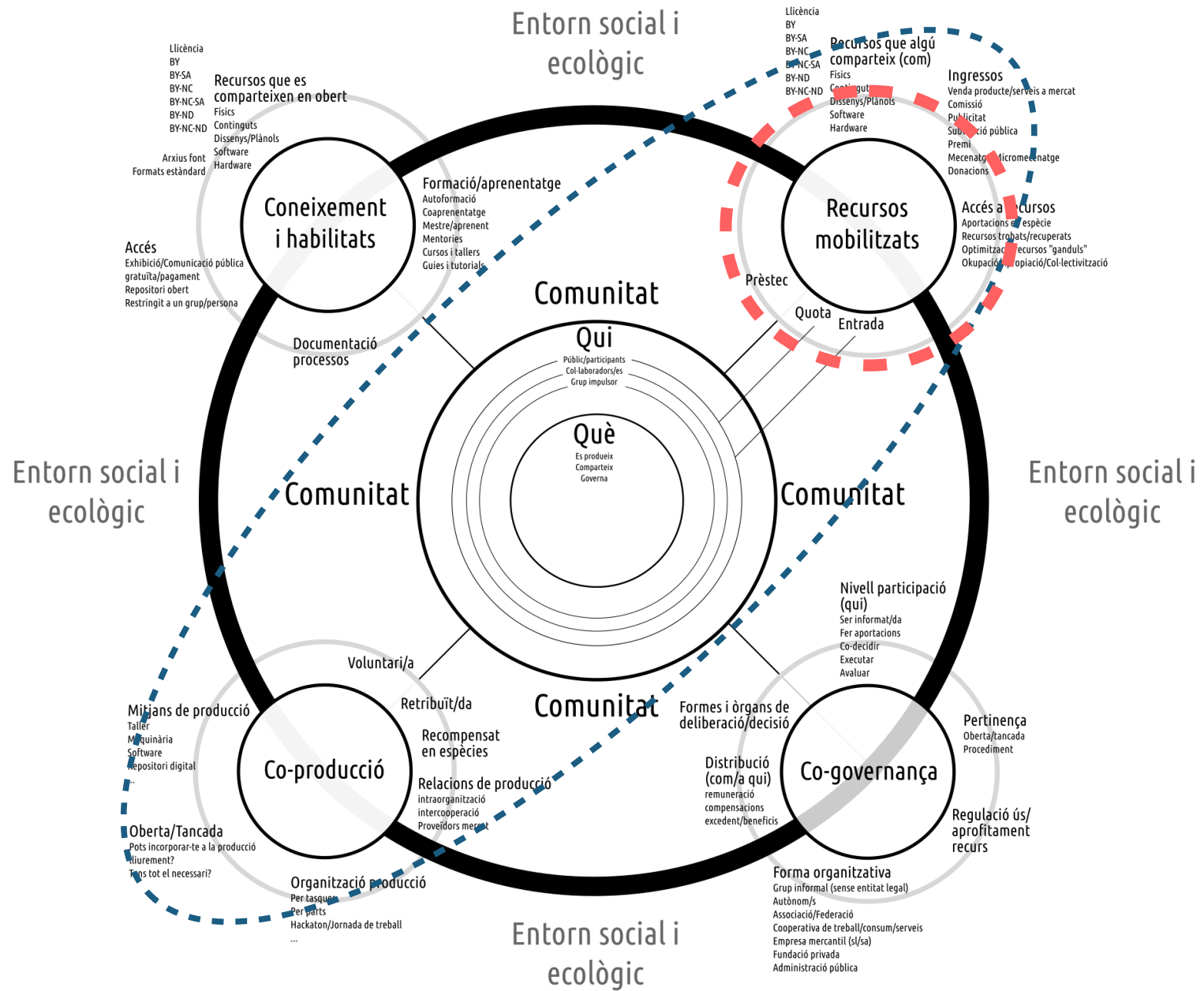




Models d'ingresos, contribucions i recursos a mobilitzar

Barcelona, InnoBa, 26 de febrer de 2020

Model de sostenibilitat procomú



Free Knowledge Institute <http://freeknowledge.eu>
FemProcomuns SCCL <http://femprocomuns.coop>



Models de negoci vs. Models de sostenibilitat

EMPRESA CONVENCIONAL -> Model de negoci

Objectiu: maximització de beneficis (vendes i creixement)

Valor principal: econòmic, laboral

Usuàries finals: són considerats clients, estan al final de la cadena de valor

PROJECTE PROCOMÚ -> Model de sostenibilitat

Objectiu: maximitzar la missió i construir la visió

Valor principal: procomú, social

Usuàries finals: estan al centre, són part de la co-creació, la co-producció i la governança

Preu vs. valor

EMPRESA CONVENCIONAL: paguem per un bé o un servei (transacció) i obtenim un valor (ús, recompensa, emocionalitat, etc.)

Sistemes de fixació de preus: fixació de preus a partir de marges, mètode del preu objectiu, mètodes basats en la demanda, mètodes basats en la competència, *mètode basat en el valor*

Elements clau: costos variables, costos fixos, inversions-amortitzacions, segments, diferencials, percepció del valor, posicionament, política de preus (estacionalitat, mercats, promocions, llançaments, etc.)

Preu vs. valor

PROJECTE PROCOMÚ: contribuïm perquè un recurs compartit sigui perdurable i per formar part de la comunitat que en té cura, i obtenim un valor (ús, recompensa, emocionalitat, etc.)

Sistemes de fixació d'ingressos: fixació de preus a partir de marges, mètode del preu objectiu, mètodes basats en la demanda, mètodes basats en la competència, *mètode basat en el valor*








Elements clau: costos variables, costos fixos, inversions-amortitzacions, segments, diferencials, percepció del valor, posicionament, política de preus (estacionalitat, mercats, promocions, llançaments, etc.)

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year
Iteration: No.

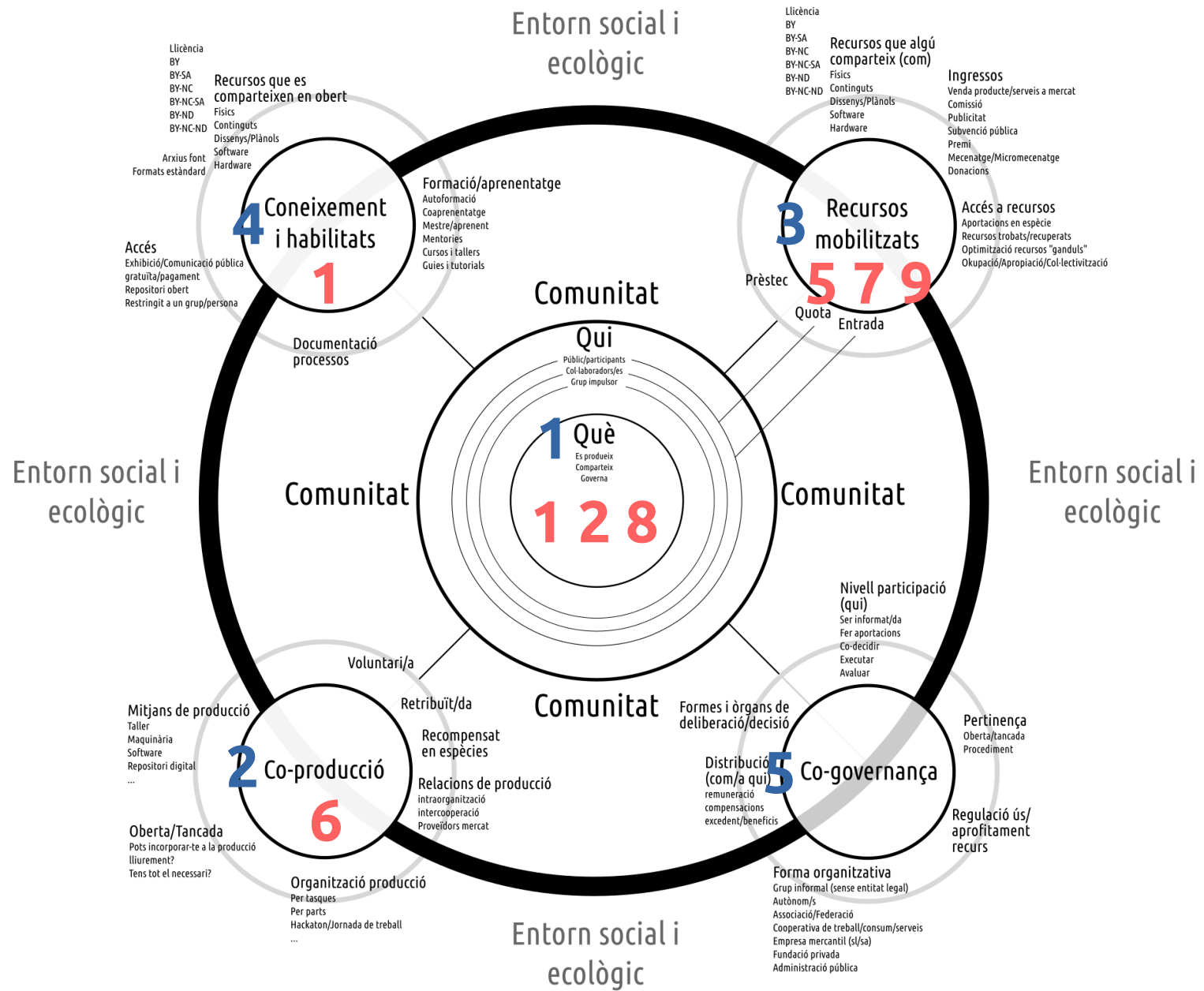
<h2>Key Partners</h2>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>NOTIFICATIONS FOR PARTNERSHIPS: Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p> <p>8</p> <p>1</p>	<h2>Key Activities</h2>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES: Production Problem Solving Platform/Network</p> <p>6</p> <h2>Key Resources</h2>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>KEYS OF RESOURCES: Physical Intellectual (Brand, patents, copyrights, data) Human Financial</p> <p>7</p> <p>2</p>	<h2>Value Propositions</h2>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p> <p>1</p> <p>1</p> <p>4</p>	<h2>Customer Relationships</h2>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES: Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p> <p>3</p> <p>1</p> <h2>Channels</h2>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PRINCIPLES: 1. Access to customers 2. Distribution 3. How do we help customers evaluate our organization's Value Proposition? 4. Purchase 5. How do we allow customers to purchase specific products and services? 6. Delivery 7. How do we deliver a Value Proposition to customers? 8. After sales 9. How do we generate post-purchase customer support?</p> <p>4</p> <p>2</p>	<h2>Customer Segments</h2>  <p>For whom are we creating value? Who are our most important customers?</p> <p>MASS MARKET Niche Market Segmented Personalized Multi-sided Platform</p> <p>2</p> <p>1</p>
<h2>Cost Structure</h2> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>KEYS OF COST STRUCTURE: Cost Drivers (based on cost structure, low-price value proposition, maximum automation, extensive outsourcing) Value Drivers (based on value creation, premium value proposition)</p> <p>MAJOR COST STRUCTURE TYPES: Fixed Costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope</p> <p>9</p> <p>3</p>		<h2>Revenue Streams</h2> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>TYPES: Asset sale Usage fee Subscription Fee Licensing Brokerage fees Advertising</p> <p>PRICES: List Price Product/Service dependent Customer segment dependent Volume dependent</p> <p>REVENUE PRINCIPLES: Negotiation/Bartering B2B Management Real-time Market</p> <p>5</p>		

www.businessmodelgeneration.com

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Model de sostenibilitat procomú



Free Knowledge Institute <http://freeknowledge.eu>
FemProcomuns SCCL <http://femprocomuns.coop>

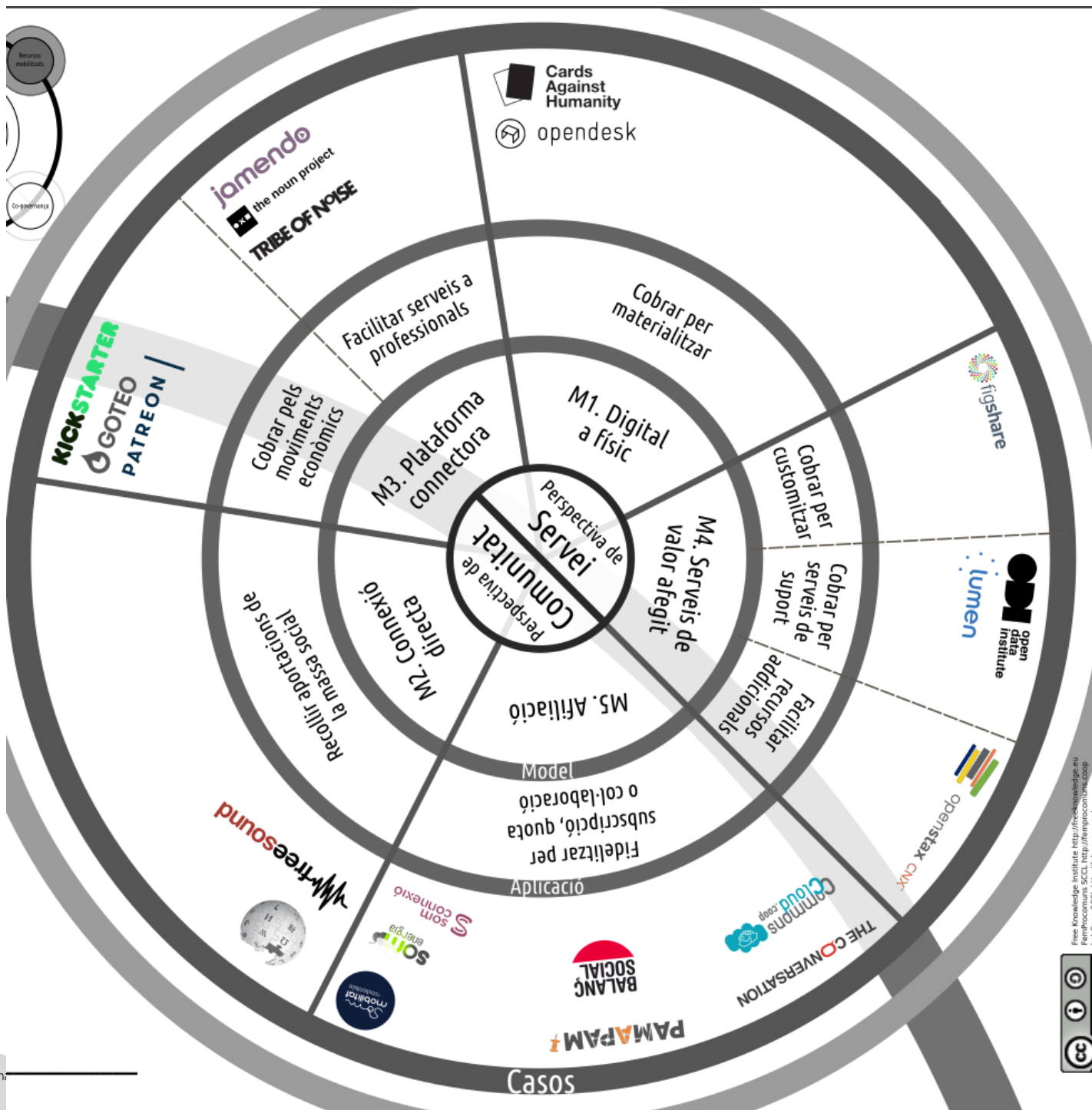


Models de sostenibilitat de software lliure

- Venda de serveis professionals
- Venda d'extensions d'aplicacions opcionals privatives que complementen un nucli lliure
- Dual licensing
- Venda de productes físics
- Venda de merchandise
- Software-as-a-Service (SaaS) o Platform-as-a-Service (PaaS)
- Finançament a fons perdut, públic o privat
- Desenvolupament per bounties (recompenses)
- Generant sistemes de pre-comanda, microfinançament o recompensa inversa
- Alliberament del codi al final del cicle de vida del projecte
- Comissions
- Quotes periòdiques
- Anuncis

Models de sostenibilitat en obert

- **Mètode 1: Digital a físic**
- **Mètode 2: Connectar directament**
- **Mètode 3: Matchmaking**
- **Mètode 4: Serveis de valor afegit**
- **Mètode 5: Membres**



Models d'ingressos, contribucions i recursos a mobilitzar

Cobrar per...	Models
Cobrar per materialitzar	DE DIGITAL A FÍSIC
Recollir donacions gràcies a la massa crítica	CONNEXIÓ DIRECTA
Comissionar pels moviments econòmics	PLATAFORMA CONNECTORA
Prestar serveis a professionals	
Customitzar Prestar serveis de suport Cobrar per recursos addicionals	SERVEIS DE VALOR AFEGIT
Prestar serveis	MEMBRES
Facilitar l'accés a infraestructures	

L'explicació dels diferents models d'ingressos d'aquest pilar es basa, principalment en l'article de Paul Stacey

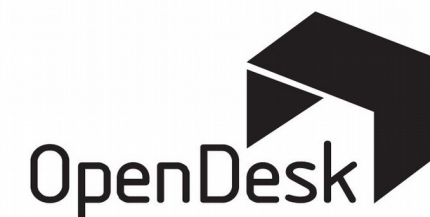
["What is an Open Business Model and How Can You Generate Revenue?"](#) que explica les diferents vies per generar ingressos mitjançant l'estudi de casos reals.

Models d'ingressos

“De digital a físic”. Projectes que se sostenen produint béns físics



<http://www.opendesk.cc>



Design Principles



Share global, manufacture local

'It is easier to ship recipes than cakes and biscuits' – John Maynard Keynes



Design to lower thresholds

Design to lower barriers of time, cost, skill, energy and resources at every stage. Elvis Costello wrote all his songs to be played on the cheapest transistor radio.



Open standards

Where possible, work to existing standards or seek to establish intuitive new ones.



Human friendly

Seek to preserve and maximise the safety, security, health and wellbeing (physical and mental) of all participants at every stage of a product's life.



Modular

Design hardware and software that is robust, interoperable, product-agnostic and flexible, so elements can be independently altered, substituted or upgraded.



The new 'normal'

Avoid design which would be considered 'alternative', 'boutique' or only for the rich or poor. Instead, design for the new normal: products most people would consider desirable and affordable. As beautiful as Apple, as open as Linux.



Whole life design

'A home is not something you finish' – Stewart Brand
Design for the entire life-cycle of the product, from manufacturing to assembly, use, maintenance, adaptation, disassembly and re-use.



If you can't mend it, you don't own it.

Try to avoid 'black box' products. Try to make it easy for the user to learn how it works.



Be lazy like a fox

Don't keep reinventing the wheel. Take something that already works, copy, adapt, give credit and re-share. (Thanks Linus Torvalds via Eric S Raymond)



Share and make shareable

Publish your work under an open source sharealike licence, documented and codified so as to make it as easy as possible for others to understand, modify, improve, distribute and use it, including commercially.



Open materials

Design for cheap, abundant, standardised, sustainable, and, ideally, circular materials.



Start somewhere

No one can solve everyone's problems. Design something that works where you are, then share so others can adapt it for their own economy, climate and culture. Let solutions adapt like Darwin's finches.



Include, keep including

Look for ways in which age, race, gender or disability might be barriers, and try to design them out. Try to design products, processes and documents that are accessible, intuitive and non-discriminatory.



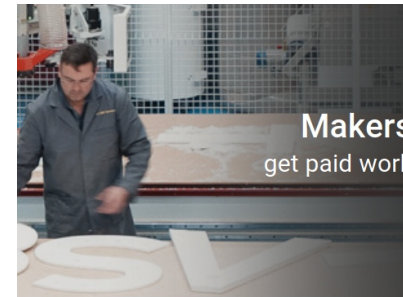
Mistake proof

Make it impossible to get wrong, or not matter if you do. (The Japanese call this 'Poka-Yoke')



Superpower the users

'Give power to the fine tuners' – Cedric Price. Afford as much power as possible to the end users, from procurement to privacy to electricity. Democracy is a design diagram.



Makers
get paid work

IJ CNC Services is a professional CNC maker based in the UK.

Opendesk now makes up a large proportion of his business.

[Join as a maker](#)

You
get great furniture



Designers
get global distribution

Designers
get global distribution

Become part of the designer community and share your work with a global audience.

Denis Fuzii published the Valovi Chair from his studio in São Paulo.

[Find out more](#)

Makers
get paid work



You
get great furniture

You
get great furniture

You can request a quote to have Opendesk furniture designs made local to you.

We'll connect you to a verified opendesk maker!

[Let's get yours](#)

Designers
get global distribution



Makers
get paid work

Maker Quotes

When a customer wants to buy an Opendesk through our Marketplace model they are provided with a transparent breakdown of fees including the the manufacturing cost, design fee, Opendesk platform fee and channel fees. If a customer opts to buy by getting in touch directly with a registered local maker using a downloaded Opendesk file, the maker is responsible for ensuring the design fee, Opendesk platform fee and channel fees are included in any quote at time of sale. *Percentage fees are always based on the underlying manufacturing cost and are typically apportioned as follows:*

1. **manufacturing cost:** fabrication, finishing and any other costs as set by the maker (excluding any services like delivery or on-site assembly)
2. **design fee:** as 8% percent of the manufacturing cost
3. **platform fee:** as 12% percent of the manufacturing cost
4. **channel fee:** as 18% percent of the manufacturing cost
5. **sales tax:** as applicable (depending on product and location)

So, for example, a desk costing £1,000 to manufacture with a design fee of 8%, a platform fee of 12% and a channel fee of 18% sold in the UK would work out as:

- £1,000 manufacturing cost
- £80 design fee
- £120 platform fee
- £180 channel fee
- => a pre-tax total of £1,380
- £276 sales tax (20% VAT in the UK)
- => total consumer cost of £1,656

When makers [join our network](#), they will be given our maker guide that includes the design royalty and platform fee information and can always [contact Opendesk](#) with any pricing queries.



manuk
Madrid, Madrid



cortes-cnc.es
Alcalá, Madrid



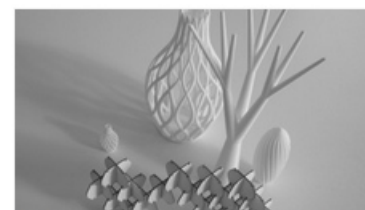
Juan Zúñiga. Artesanía y Dise...
Arroyo de San Serván, Extremadura



The Egg Company
Alcoy, Valencia



Fusteria Ribes
Soses, Catalonia



Laboratorio de Artesanía Digit...
San Pedro del Pinatar, Murcia



Protemec
Dos Hermanas, Andalusia



Riebog
O Porriño, Distrito de Viana do Castelo



Vitruvius FabLab ISCTE-IUL
Lisboa, Lisbon

FabHub

Search this site



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Ajuntament de
Barcelona

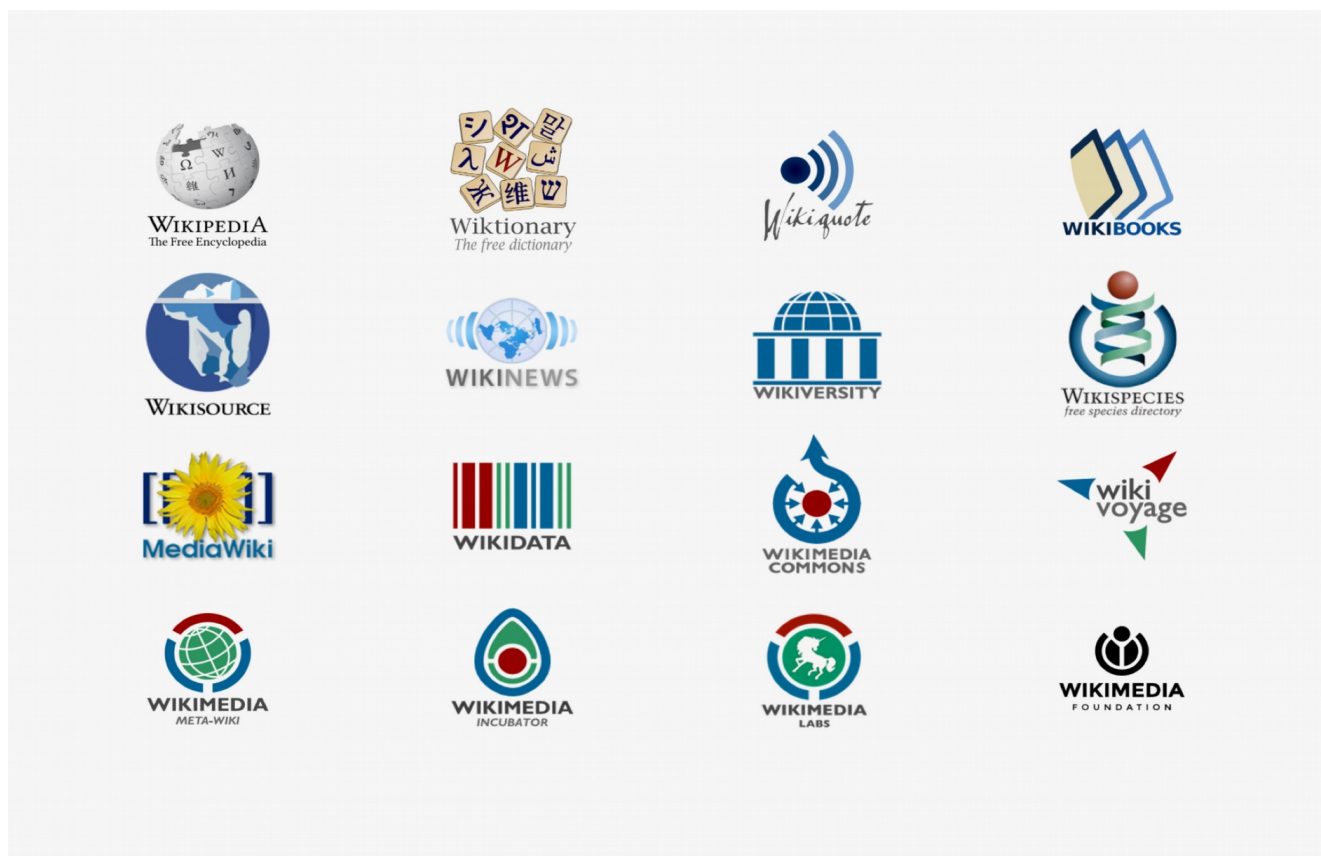


femPROCOMUNS



Models d'ingressos

“Connexió directa”. Projectes que se sostenen agregant massa crítica



You visited
Wikipedia

**15,000,
000,000**
times each month

You made
**6.1 million
DONATIONS**

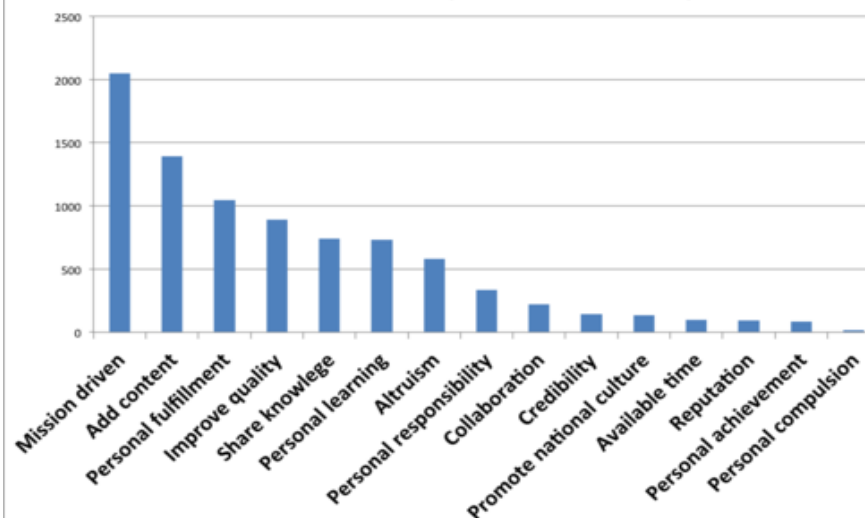
In support of
**FREE
knowledge**

Número usuàries (únics)	450 M
Ingressos	91 M \$
Número donacions	6,1 M
Donació mitjana	14,79 \$
% donacions/usuàries	1%

You supported
119
Wikimedia
chapters and
user groups

in more than
50
countries

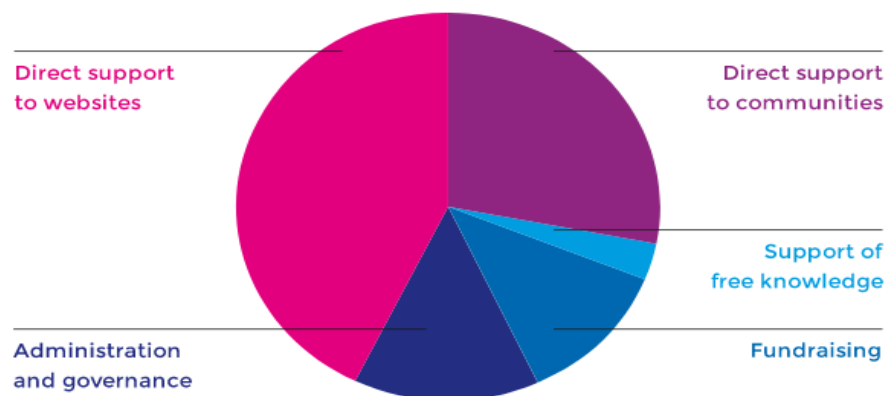
What motivates editors most to contribute to Wikipedia
Classification of around 8000 responses in the 2012 Editor Survey



<https://annual.wikimedia.org/2017/index.html#impact>

<https://blog.wikimedia.org/2015/09/11/time-spent-editing-wikipedia-survey/>

<https://meta.wikimedia.org/wiki/Fundraising/Reports>



43%

Direct support to websites

Keeping the Wikimedia websites online is about more than just servers. It also includes ongoing engineering improvements, product development, design and research, and legal support.

28%

Direct support to communities

The Wikimedia projects exist thanks to the communities that create and maintain them. We strengthen these communities through grants, projects, trainings, tools to augment contributor capacity, and support for the legal defense of editors.

14%

Administration and governance

We manage funds and resources responsibly to recruit and support skilled, passionate staff who advance our communities and values.

3%

Support of free knowledge

Wikimedia is part of a larger free knowledge movement. Part of our operating expenditure supports policy, advocacy, education, and partnerships to strengthen and further access to open knowledge.

12%

Fundraising

Wikimedia is supported entirely by donations. The fundraising team engages with millions of remarkable individuals and institutions to ensure that we have the necessary resources to continue our global mission.

STATEMENT OF ACTIVITIES

July 1, 2016 – June 30, 2017

Unrestricted net assets

Support and revenue:

Donations and contributions	87,473,947
In-kind service revenue	214,581
Foreign currency gains (losses)	339,950
Other income, net	170,687
Investment income, net	1,157,288
Release of restrictions on temporarily restricted net assets	1,885,965
Total support and revenue	91,242,418



<https://annual.wikimedia.org/2017/financials.html>

<https://annual.wikimedia.org/2017/index.html#impact>

Models d'ingressos

“Plataforma connectora”

Plataformes que se sostenen amb una part dels moviments econòmics que generen



Goteo es la red abierta de crowdfunding, colaboraciones y formación,
líder en proyectos de innovación social.

www.goteo.org

Projectes 2011 - 2019

Rebuts	5.667
Publicats	1.511
Finançats	79%
2011	43%
2019	91%

Projectes 2019

Rebuts	991
Publicats	237
Exitosos	216

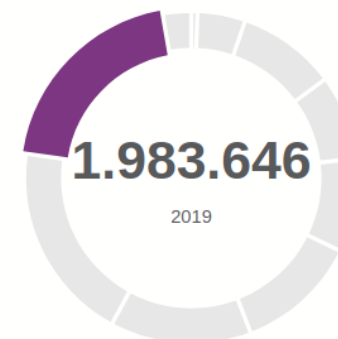
<https://stats.goteo.org/home/es>

Dinero recaudado

Total de dinero recaudado por Goteo

9.806.237

€



Dinero captado por Fundación Goteo

Cantidad de dinero captada por Fundación Goteo para multiplicar aportes individuales

636.000 €



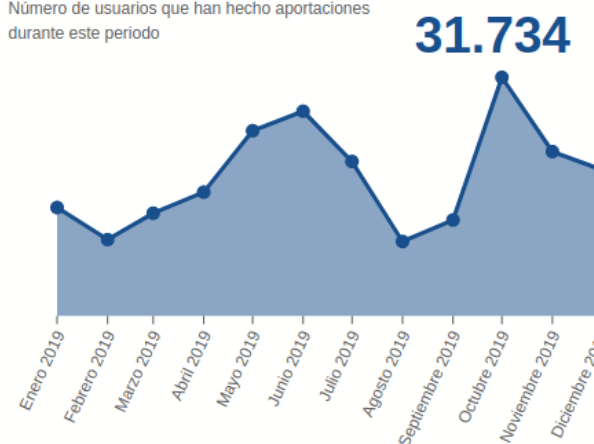
Usuàries 2019

Registrades	35.220
Donants	31.734
Multidonants	3.180
Donants-col·laboradores úniques	169
Aportació mitjana	50,6 €

<https://stats.goteo.org/home/es>

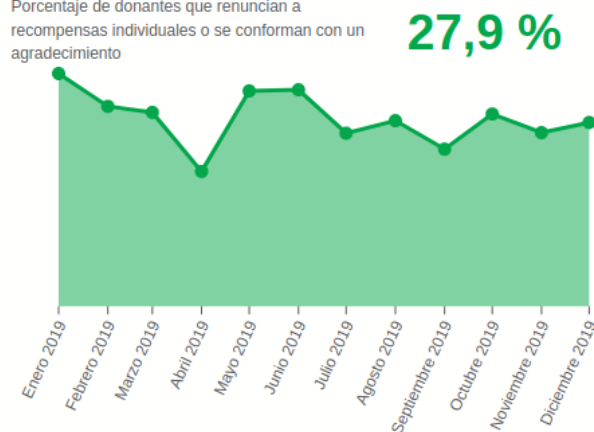
Donantes

Número de usuarios que han hecho aportaciones durante este periodo



Renuncias a recompensas

Porcentaje de donantes que renuncian a recompensas individuales o se conforman con un agradecimiento

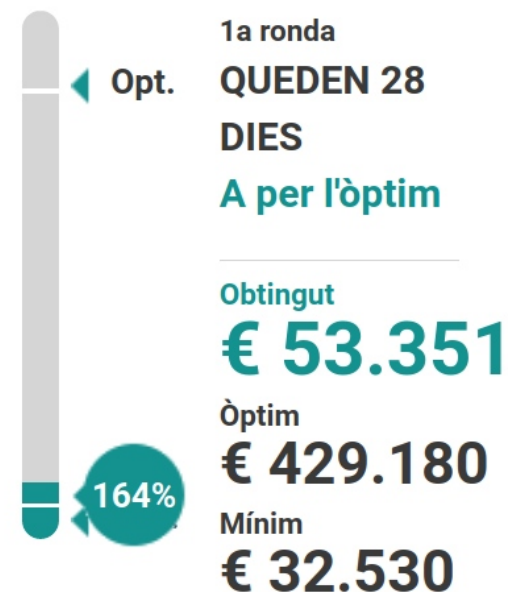


 Salvem CineCiutat! - Vídeo complet (Cat... 

Salvem CineCiutat!

Fes la teva aportació i aconsegueix grans recompenses en www.goteo.cc/salvemcineciutat
Tenim fins al 22 de març!

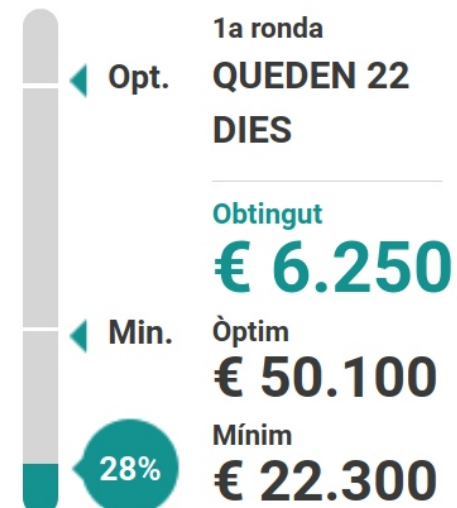
CINECIUTAT



#Súbetealcarro



SUPERCOOP
- supermercado cooperativo -



Models d'ingressos

“Plataforma connectora”

Plataformes que se sostenen facilitant serveis a qui crea els continguts



Compre una vez, utilícelo para siempre.

Compre una vez, utilícelo para siempre.

LA COMUNIFICADORA
programa d'impuls de l'economia col·laborativa procomú

	<div>Licencia personal</div> <div>Ideal para vídeos de YouTube</div> <div>9.99 €</div> <div>Precio sin IVA / proyecto</div>	<div>licencia Standard</div> <div>Cualquier uso on-line</div> <div>49 €</div> <div>Precio sin IVA / proyecto</div>	<div>Licencia amplia</div> <div>Apps, radio y grandes audiencias</div> <div>99 €</div> <div>Precio sin IVA / proyecto</div>	<div>¿Busque una licencia ampliada?</div> <div>Contacta con nuestros expertos musicales aquí</div> <div>CONTACTO</div>
<div>Cobertura para un proyecto, no susceptible de sublicencia</div>				
<div>Derechos de difusión y sincronización</div>	✓	✓	✓	✓
<div>Sin pagos a las sociedades de gestión (SGAE)</div>	✓	✓	✓	✓
<div>Duración ilimitada</div>	✓	✓	✓	✓
<div>Cobertura mundial</div>	✓	✓	✓	✓
<div>Video personal on-line (no para empresas)</div> <div>Para particulares (youtubers, videoblogueros, estudiantes, etc): Vídeos de YouTube, vídeos de Facebook, Twitch, Instagram, podcasts, vídeos familiares, proyectos estudiantiles, streaming en directo, en cualquier plataforma de vídeo</div>	✓	✓	✓	✓
<div>Videos corporativos on-line (para organizaciones)</div> <div>Para cualquier entidad legal (empresa, asociación, entidad benéfica, etc): Publicidad on-line, monetizar los vídeos, vídeos de YouTube, vídeos de facebook, vídeos corporativos, presentación de productos, podcasts, crowdfunding, en cualquier plataforma de vídeo</div>	✗	✓	✓	✓
<div>Radio, eventos en directo y música de espera</div> <div>Melodía de espera para teléfonos y contestadores Oyentes de radio limitados y asistentes a conferencias, festivales, ferias...</div>	✗ ✗	✓ ✗	✓ ✓	✓ ✓
<div>Apps</div> <div>Descargas limitadas (móviles y tablets)</div>	✗	✗	✓	✓
<div>Copias físicas (DVD, videojuegos...)</div> <div>Hasta 50 000 copias físicas Copias limitadas</div>	✗ ✗	✗ ✗	✓ ✗	✓ ✓
<div>Cine y TV</div> <div>Hasta 100 000 visionados en cine y 1 000 000 visionados en TV Visionados limitados en cine y TV</div>	✗ ✗	✗ ✗	✓ ✗	✓ ✓
	<div>Licencia personal</div> <div>Ideal para vídeos de YouTube</div> <div>9.99 €</div> <div>Precio sin IVA / proyecto</div>	<div>licencia Standard</div> <div>Cualquier uso on-line</div> <div>49 €</div> <div>Precio sin IVA / proyecto</div>	<div>Licencia amplia</div> <div>Apps, radio y grandes audiencias</div> <div>99 €</div> <div>Precio sin IVA / proyecto</div>	<div>¿Busque una licencia ampliada?</div> <div>Contacta con nuestros expertos musicales aquí</div> <div>CONTACTO</div>

¡Compra ahora y elige después!

¡Compra ahora y elige después!

139 €
sin IVA

sin IVA

699 €
sin IVA

sin

1.399 €
sin IVA

 $\sin IV$

Make money with Jamendo

Become partner with the world's largest royalty-free music platform

ARTIST



Monetize your music

RESELLER



Sell Jamendo's music to your clients

REFERRAL



Earn up to 250 € for everyone you invite

Models d'ingressos

“Serveis d'alt valor afegit”

Projectes que se sostenen venent serveis addicionals

Customització

Suport

Recursos extra



Models d'ingressos

“Customització”



26 million +
page views

7.5 million +
downloads

800,000 +
user uploads

2 million +
articles

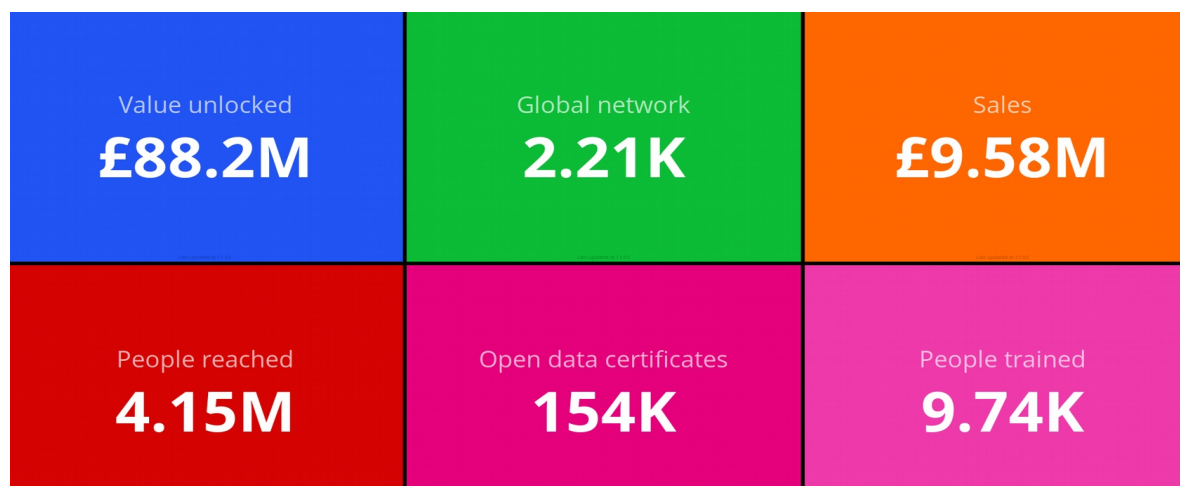
500,000 +
collections

5,000 +
projects

<https://figshare.com/about>

Models d'ingressos

"Suport"



Profit and loss account (unaudited) for the year ended 31 December 2017 £

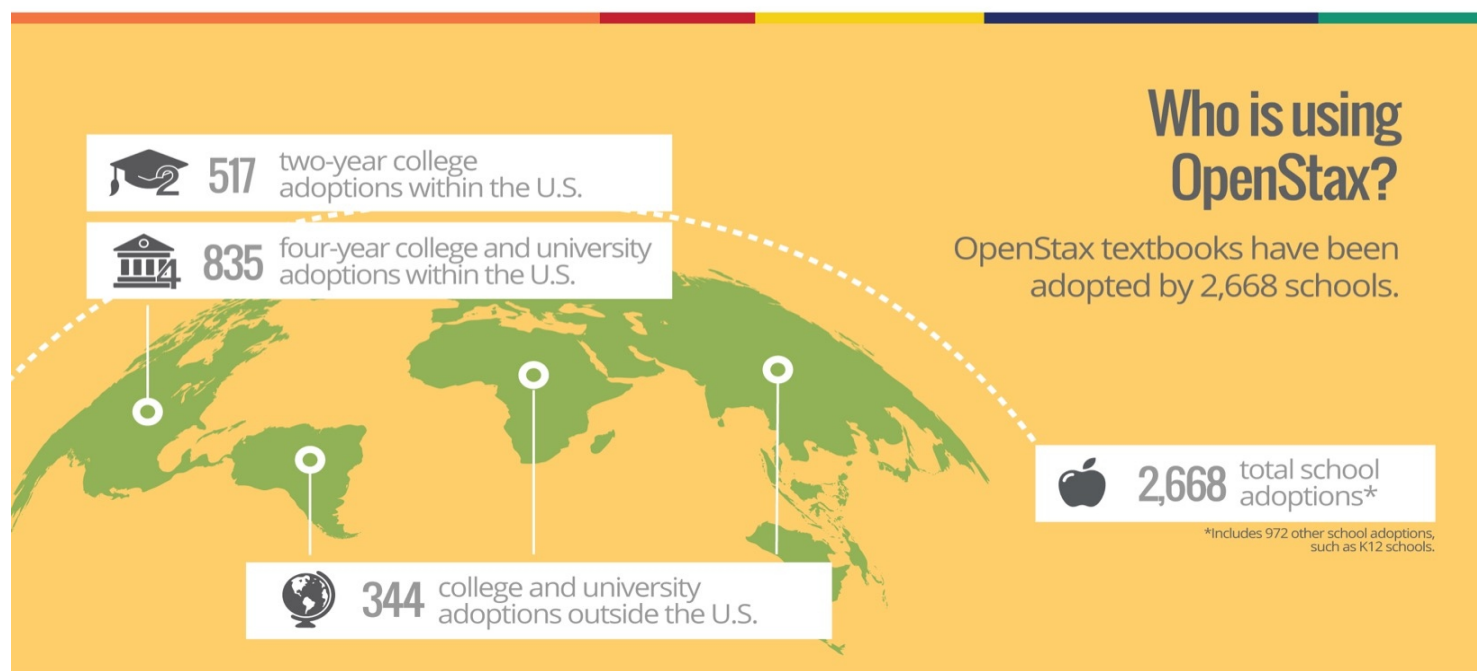
Turnover	
Earned revenue	4,285,087
Grant Funding	2,335,598
	6,620,685
Administrative Expenses	-5,467,649
Profit on ordinary activities before taxation	1,153,036

<https://es.scribd.com/document/371357112/ODI-Annual-Report-2017-5-Years-on#fullscreen=1>

<http://dashboards.theodi.org/company/all>

Models d'ingressos

“Recursos extra”



For more information about OpenStax, visit openstax.org.



Models d'ingressos

"Membres"

Projectes que se sostenen gràcies a la seva base social:
a qui presten serveis

THE CONVERSATION

OUR READERS



51% Male / 49% Female



73% Under 64



67% have an
undergrad degree



47% have an
advanced degree



50% work full-time



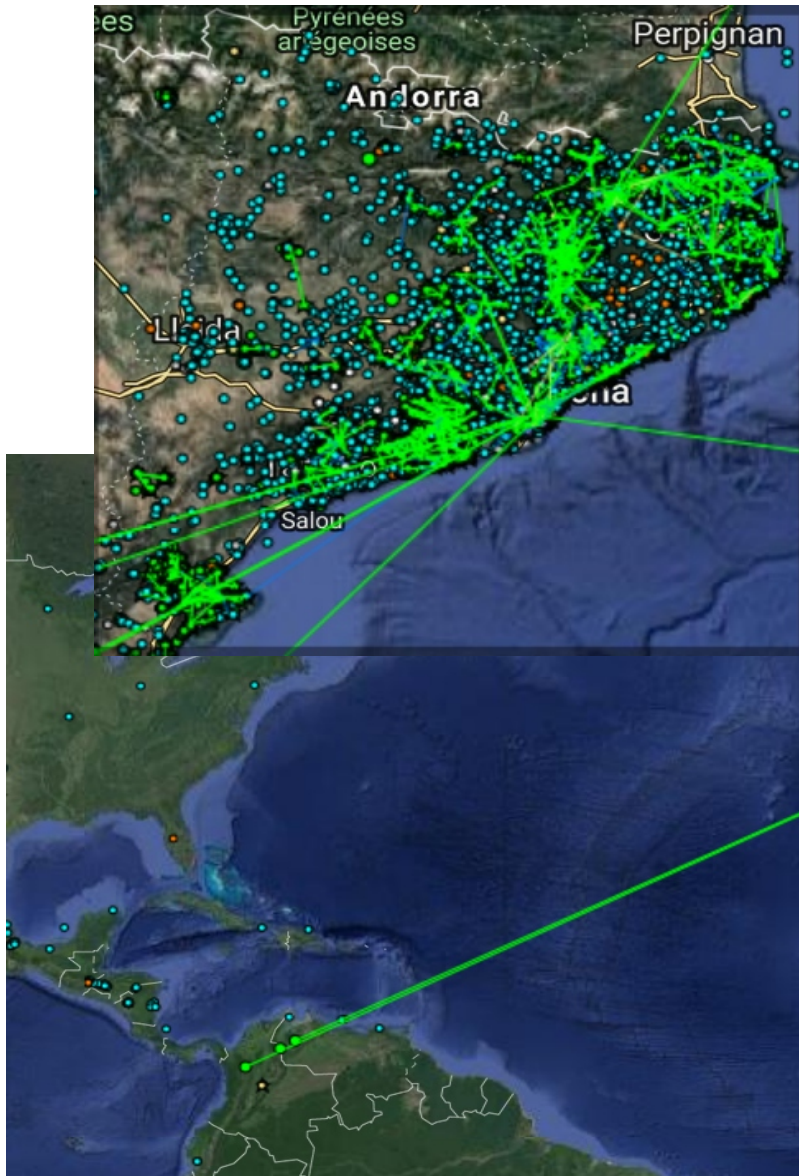
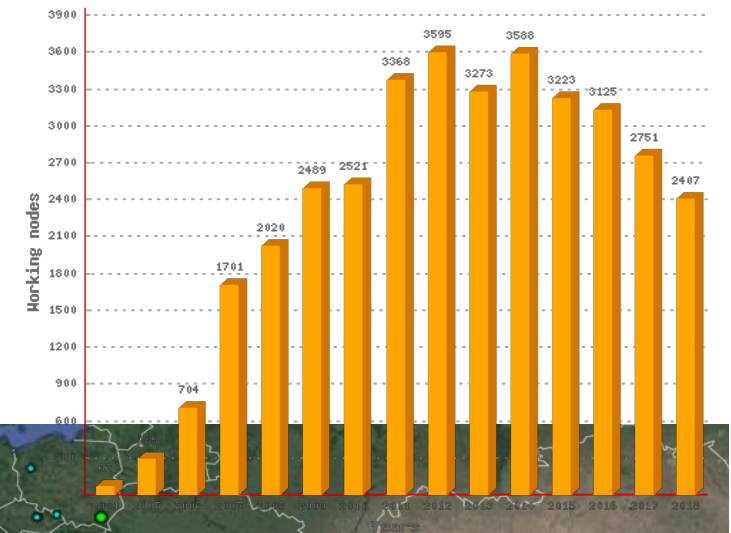
8% are students

Models d'ingressos

“Membres”

Projectes que se sostenen gràcies a la seva base social:
a qui faciliten l'accés a infraestructures





Formes de mobilitzar recursos

temps
materials
espai
moneda pròpia
costos compartits
...

Donacions “creatives”

No tot són donacions directes, hi ha moltes maneres de pensar com incrementar els ingressos de la comunitat i el projecte:

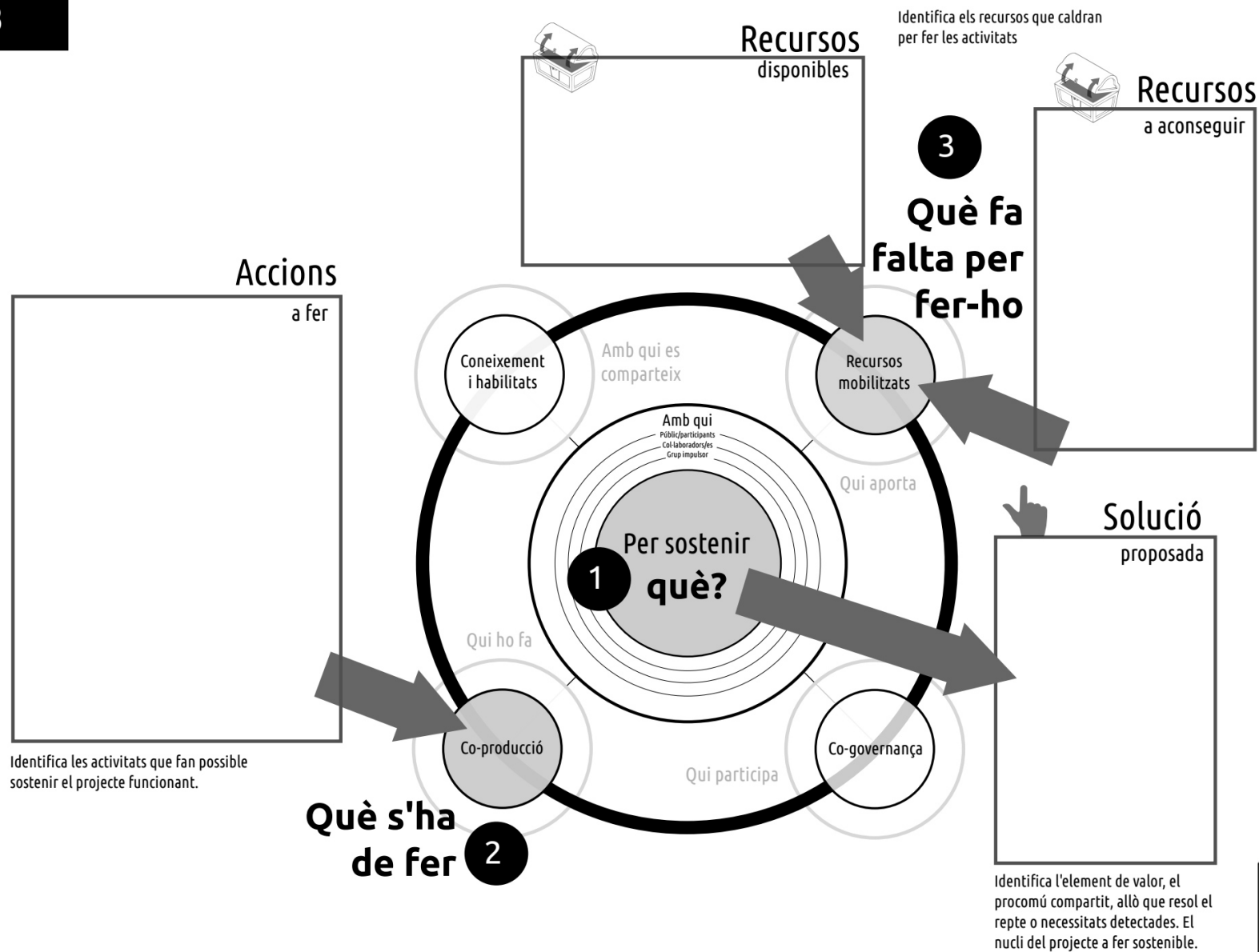
Additionally, there are a number of other ways you can benefit the FSF financially:

- By donating your **frequent-flyer miles** to the FSF. To do so, please e-mail us at donate@fsf.org to let us know how many miles you would like to donate, and for which airline. (Please note that these donations are not tax-deductible in the US.)
- By encouraging your employer to become an FSF **corporate patron**.
- By listing any relevant job openings on the **Free Software Jobs page**.
- By **donating your car** to the FSF.
- Leanpub allows authors publishing on Leanpub to give a part of their royalty-income to the FSF.
- By selling your item via **eBay Giving Works**. You can list your item on eBay and donate the percentage of your eBay auction to support the FSF.
- By **donating your credit-card rewards** to the FSF. If your credit-card company has a rewards program, it will provide you with a way to do this.
- Through **AmazonSmile** purchases: As an independent small publisher, the FSF discourages people from shopping at Amazon (plus, Amazon supports DRM). But if you shop there anyway, you can designate the FSF as your chosen charity on smile.amazon.com. We will then receive a small percentage of whatever you pay there.

Font: <https://www.fsf.org/>

Model de sostenibilitat procomú

Què fer, amb què



Recursos 01



Situa els recursos necessaris segons la font d'on obtenir-los, el tipus de recurs i altres aspectes, indica la finalitat del recurs a obtenir amb els gometes.



Ser usats/consumits directament
Vermell rodó



Remunerar feina
Vermell triangle



Pagar altres recursos
Verd rodó



Servir de mitjà de producció o infraestructura
Quadrat groc

Projecte: _____

Model de sostenibilitat procomú

Comunitat, oberts, mercat, públics | Recursos a mobilitzar

Descripció

Font

Obtenir de recursos disponibles en obert

Tipus

Físics
Continguts
Dissenys/Plànols
Software
Hardware
Monetaris

Llicència

BY
BY-SA
BY-NC
BY-NC-SA
BY-ND
BY-NC-ND

Recursos a mobilitzar



Què fa falta?

Qui ho aporta
D'on obtenir-ho
Per fer què

Aportació membres de la comunitat

Font

Tipus

Físics
Continguts
Dissenys/Plànols
Software
Hardware
Monetaris

Quota soci/a
Quota de servei
Títol participatiu
Aval
Capital
Altres

Descripció

Font

Mercat social

Clients particulars (externs comunitat)
Organitzacions clients
Organitzacions proveïdors
Intercooperació amb organitzacions

Tipus

Físics
Continguts
Dissenys/Plànols
Software
Hardware
Monetaris

Descripció

Treballar-ho a Recursos 02: Ingressos

Font

Mercat capitalista

Tipus

Físics
Continguts
Dissenys/Plànols
Software
Hardware
Monetaris

Descripció

Treballar-ho a Recursos 02: Ingressos

Font

Aportació de l'administració pública

Tipus

Cessió d'espais
Permis d'ús d'espai públic
Cessió de materials
Monetari

Conveni
Prestació de serveis/Licitació/Contracte
Subvenció/Premi

Descripció

Font

Altres

Persones externes a la comunitat
Fundacions i altres organitzacions
...

Tipus

Físics
Continguts
Dissenys/Plànols
Software
Hardware
Monetaris

Donacions

Descripció

Fine Knowledge Institute <http://fineknowledge.eu>
FemProcomuns SCCL <http://femprocomuns.coop>



Ajuntament de Barcelona



femPROCOMUNS



Comunificar és transformar alguna cosa en comunal, fer-la un procomú

Amb col·laboració honesta, relacions justes i condicions dignes de les persones que en formen part